

IMPROVE YOUR BUSINESS ENGLISH

Business Spotlight

AUDIO

EASY ENGLISH

The art of successful brainstorming

1/2017



BUSINESS SKILLS
Customer service

SKILL UP!
Are you good at small talk?

Spotlight Verlag

INTRODUCTION | TRACK 1

David Ingram: Welcome to *Business Spotlight Audio* 1/2017. I'm David Ingram from England.

Erin Perry: And I'm Erin Perry from the United States. We're glad you could join us! In this recording, you can listen to articles and interviews from the world of business English. We also offer lots of exercises to help you to improve your language and communication skills.

David Ingram: As in each recording, we have a special focus on two particular areas. For our first main topic, we look at how businesses can best look after their existing customers — and win new ones.

Erin Perry: Our other main focus comes from our Easy English section and looks at the topic of generating new ideas via brainstorming sessions. And we also have a special short story for you — about Doctor Dynamic.

David Ingram: As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

NAMES & NEWS

Introduction (I) | Track 2

David Ingram: We'll begin with our Names & News section, with a story from Britain about one of the possible impacts of Brexit.

Erin Perry: Brexit! Brexit! I can't stand the sound of that word any more, David! It seems to be the only thing you Brits talk about, as if nothing else was going on in the world. If you want to leave the EU, why don't you just go?

David Ingram: Yes, well, you have a point there, Erin. But this particular story is actually quite interesting. It's about the impact that Brexit could have on London's financial district — with the risk that skilled workers may have to leave London if and when Britain leaves the EU.

Erin Perry: Oh, OK. Well, let's listen to the story to see if it really is as interesting as you say.

Spreading the wealth | Track 3 EASY

Brexit could be bad news for London's financial district. Banks are worried that skilled workers may have to leave the City of London when Britain exits the EU.

That's why the City of London Corporation is looking at a regional visa system. If approved, the system would allow cities to sponsor immigrants according to their skills. The regional visa idea is based on the point system that is applied to immigrants by Australia and Canada.

allow sb. sth. ➔ hier: jmdm.
etw. ermöglichen

apply to sb. ➔ auf jmdm.
Anwendung finden

City of London ➔ Londoner
Finanzdistrikt

corporation UK
➔ Körperschaft;
hier: Kommunalverwaltung

Australia gives three-year visas to workers who have employee sponsors. Canada offers a four-year visa. Employers can hire immigrants if no Canadians are available.

The proposal, which was written by Price-WaterhouseCoopers, says that a regional visa system would make cities like Manchester, Newcastle or Birmingham more competitive. It would also make the UK economy less dependent on London. “Economies that are dependent on a single city hub are less resilient to global shocks,” the report explains.

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competitive

► wettbewerbsfähig

hire sb. ► jmdn. einstellen

hub ► Drehkreuz

resilient: be ~ to sth.

► etw. gut verkraften

(resilient ► belastbar)

shock ► Erschütterung,
Beben

Introduction (II) | Track 4

Erin Perry: For our next story, we'll turn to the United States to hear about Meryl Streep and her latest film.

David Ingram: Oh, great! Meryl Streep is one of my favourites. She's always so convincing in whatever role she plays — including former British prime minister Margaret Thatcher.

Erin Perry: Yes, well, forget politics, David, because in her latest film, called *Florence Foster Jenkins*, Streep plays the title character, who was once called “the worst singer in the world”. That wasn't

as easy as it might sound because Streep is in fact a trained singer. Anyway, as you listen to our story, try to answer this question: which year does the film focus on? Ready? Let's listen now.

Long live Queen Meryl | Track 5 MEDIUM

Film fans are used to seeing Meryl Streep do everything well, from speaking foreign languages to singing rock songs. Now, they have a chance to watch Meryl Streep do something badly — and she does even that well.

In her latest film, *Florence Foster Jenkins*, the US actress plays a New York socialite who was once described as “the worst singer in the world”. Based on a true story, the film focuses on 1944, Foster Jenkins's final year, when she sang opera in Carnegie Hall and even made a record that became a cult hit.

Preparing for the role wasn't easy, and not just because Streep, a trained singer, had to sing wildly off-key and hit frighteningly high notes. “A real person, a real diva, doesn't sing the Queen of the Night more than twice a week, ever,” Streep told WSJ. Magazine. “And I was going to sing it three or four times a day. That was very hard. I actually lost my voice.”

note ► Ton

off-key: sing ~

► falsch singen

(key ► hier: Tonart)

socialite ► Promi, Mitglied
der Schickeria

wildly ► hier: völlig

WSJ. ► kurz für Wall Street
Journal

Still, the experience was positive for Streep and her co-stars, Hugh Grant and Simon Helberg (*The Big Bang Theory*). It was “one of the most fun things I’ve ever done, without question,” Streep says.

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Erin Perry: OK? Were you able to answer our question? Which year does the film *Florence Foster Jenkins* focus on?

- ▶ The answer is 1944. Listen again.
- ▶ “Based on a true story, the film focuses on 1944, Foster Jenkins’s final year, when she sang opera in Carnegie Hall and even made a record that became a cult hit.”

Erin Perry: If you didn’t get the answer, go back and listen to the text again.

BUSINESS SKILLS

Ken Taylor on customer service Introduction | Track 6

David Ingram: We’d now like to move on to our first main focus, from our Business Skills section. And the topic is one that is vitally important for all businesses.

Erin Perry: How to be successful?

David Ingram: Well, sort of, Erin. At least, it’s something that is likely to lead to success if businesses do it properly. But at the same time,

it’s something that many firms just don’t seem to do very well at all.

Erin Perry: Look after their staff? Improve the quality of their product or service? Look after their customers...

David Ingram: That’s it, Erin. Third time lucky. Exactly. We’re going to focus on the topic of customer service. And here’s our communication skills expert, Ken Taylor, to tell us more.

Exercise: Servicing customers | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. Every organization needs to take good care of its customers. But customers have become increasingly difficult to attract, to know and to retain. In his latest Business Skills article, Bob Dignen looks at the area of customer service and offers some tips and insights. In this first exercise, you will hear a statement about customer service. In the pause, say whether you agree or disagree with what you have heard and why. Then I will tell you what Bob says in his article. OK. Let’s start.

1. The customer service department is responsible for all practical customer contacts.

- ▶ Bob disagrees. He suggests that nowadays, all parts of an organization should be geared up

customer service department ▶ Kundendienst-
abteilung

geared up: be ~ to sth.
▶ für etw. gerüstet sein

to provide customer service. OK, next statement.

2. We can't always tell who our real customers are.

- Bob agrees. Because supply chains and customer decision-making are so complicated, it can be hard to say with certainty who our real customers are. Next statement.

3. Customer segmentation and profiling are a waste of time and money.

- Bob disagrees. It's important to know as much as possible about your current and potential clients. OK, next statement.

4. The increase in online sales and social media marketing makes customer research business critical.

- Bob agrees. You need this research when you no longer meet many of your customers face-to-face or speak to them on the phone.

5. Most successful companies know how to deliver even more products and services to existing customers.

- Bob agrees. Such "cross-selling" can be a very effective way of increasing revenues.

Ken Taylor: Well done! Modern businesses need to have a customer-centric approach in an

increasingly complicated and competitive market. And they need staff in all departments who can really help and support their customers, so that they buy and use products and services successfully.

Exercise: Dialogue | Track 8 MEDIUM

Ken Taylor: Understanding your customers' needs means asking the right questions and listening carefully to the answers. Listen to this conversation between Anthony, a purchaser, and Helen, a salesperson. Listen especially to the way that Helen asks questions. We will analyze them afterwards.

Helen: So, where exactly are you looking to expand your range of soaps and creams?

Anthony: At the top end of the market. We've got several suppliers who provide us with low-end and middle-range products. But we want to attract high-end customers who might then look at some of our other high-end products.

critical ➤ entscheidend,
wesentlich

cross-selling ➤ Querverkauf

customer research
➤ Kundenforschung

face-to-face ➤ persönlich

high-end ➤ Luxusklasse-

low-end ➤ Niedrigpreis-
segment-

middle-range ➤ aus dem
mittleren Preisbereich

profiling ➤ Profilerstellung

range ➤ Sortiment

revenues ➤ Einnahmen

supply chain ➤ Lieferkette

top end ➤ hier: oberes

Preissegment

Helen: Well, our luxury range, “Heaven”, would certainly fit the bill.

Anthony: But your prices are a bit high and therefore our margins too small.

Helen: When you say a bit high, what do you mean by “a bit”?

Anthony: Well, about five per cent too high.

Helen: But if we could show you that our product range was attracting high-end customers into your stores to buy other products, could you accept our price levels?

Anthony: If you could prove that, then, yes, we could discuss the price in a different light.

Helen: And are higher margins a priority for you or does this depend on your turnover?

Anthony: Naturally, if we have a higher turnover with few returns we could accept lower margins.

Helen: So, we need to prove the cross-selling effect of our products. And if you see that our products lead to a higher turnover for you, ...

Anthony: With few returns!

Helen: With few returns, we could have a deal.

Anthony: There are a lots of “ifs” in there.

Helen: My recommendation would be this. Let’s run a pilot in five of your key stores. We could see how the sales go and measure the cross-selling effect. Personally speaking, I think this would be a low-risk approach to solving your product-range problem.

Ken Taylor: I think Helen did a good job there. She did several things well.

Let’s go through the key parts of the conversation. I’ll say what Helen is doing. Then you will hear Helen. In the following pause, repeat what Helen says.

■ First, Helen got Anthony to explain his needs:

Helen: So, where exactly are you looking to expand your range of soaps and creams?

■ Then Helen got Anthony to specify his demands.

Helen: When you say a bit high, what do you mean by “a bit”?

■ Next, Helen suggested a possible way in which the higher prices might be acceptable to Anthony.

Helen: But if we could show you that our product range was attracting high-end customers into your stores to buy other products, could you accept our price levels?

■ The next thing that Helen did was to check Anthony’s priorities.

Helen: And are higher margins a priority for you or does this depend on your turnover?

approach ➤ Vorgehensweise

cross-selling ➤ Querverkauf

fit the bill ➤ den Anforderungen gerecht werden

margin ➤ Gewinnspanne

pilot ➤ hier: Test(versuch)

return ➤ Rückgabe

turnover ➤ Umsatz

■ Next, Helen summarized what she had learned.

Helen: So, we need to prove the cross-selling effect of our products.

Helen: And if you see that our products lead to a higher turnover for you...

■ Next, Helen made her recommendations.

Helen: My recommendation would be this. Let's run a pilot in five of your key stores.

Helen: We could see how the sales go and measure the cross-selling effect.

■ Finally, Helen added a personal touch.

Helen: Personally speaking, I think this would be a low-risk approach to solving your product-range problem.

Ken Taylor: Good. Well done. Helen used many words and phrases that could prove very useful to you when discussing customer needs and solutions. Go back and practise the exercise a few times.

Exercise: Your organization | Track 9 MEDIUM

Ken Taylor: Now, think about your own situation. In his article, Bob Dignen asks some key questions that you need to answer if you want to improve your customer servicing skills. Let's try answering some of those questions now.

You will hear some questions. Try to answer them in the pause. Stop the track if you need time to think. Ready?

1. Who exactly are your customers? ▶

Ken Taylor: Were you able to give a clear definition?

2. Would other people in your organization answer differently and, if so, why? ▶

Ken Taylor: Remember, different parts of an organization might have different customers.

3. How would you define a "good" customer? ▶

Ken Taylor: It is important to know your good customers so that you can offer them the right level of care.

4. What percentage of your customers are online or virtual customers? ▶

Ken Taylor: Did you know the answer? Is the percentage increasing?

5. How is your organization using technology to interface with your customers? ▶

Ken Taylor: Your only contact with some customers might be via a credit card entered in a database. Think about what else you could do to encourage a dialogue with your customers.

interface with sb. ▶ mit jmdm. interagieren

OK, well done! These sorts of questions need to be answered by any organization that wants to sell its products and services. And remember: everyone in an organization has the responsibility of making sure that customers are serviced and cared for in an appropriate way.

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PERSONAL TRAINER

Interview with Ken Taylor

Introduction | Track 10

David Ingram: We'll stay now on the subject of communication skills and also stay with Ken Taylor, the author of our Personal Trainer section in *Business Spotlight*.

Erin Perry: Yes, this is the section in which Ken has a discussion with somebody from the business world about the challenges they face in using English at work. And Ken is in the studio now to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 11 EASY

Erin Perry: Welcome Ken. So, tell us, who is the subject of your latest dialogue in the Personal Trainer section in *Business Spotlight*?

Ken Taylor: Well, this time, it's Lena Bäcker from Sweden. She's the owner and CEO of an organization called Redigna Government Affairs.

It's an international advisory firm that helps governments to create growth. But before that, she's been the chief financial officer in several organizations in Sweden.

Perry: And which topic did you discuss with Lena?

Taylor: The main topic was issues around being a successful business woman.

Perry: And can you tell us some of the key points that came out of your discussion?

Taylor: We talked about not being afraid to ask for help and support. We talked about how to communicate assertively. We also talked about adapting your style to the situation that you find yourself in and the importance of networking and building a network that can support you and help you in your career. And you can read the full interview in the latest issue of *Business Spotlight*.

Perry: And what can listeners do if they would like to ask you questions relating to their work?

Taylor: All they need to do is to write to us, and the email address is: trainer.businessspotlight@spotlight-verlag.de

assertively ➔ selbstsicher

CEO (chief executive officer) ➔ Geschäftsführer(in)

chief financial officer (CFO) ➔ Finanzchef(in)

issue ➔ Frage; Ausgabe

networking ➔ Kontaktaufbau und -pflege

topic ➔ Thema

Perry: Thank you very much, Ken.

Taylor: Thank you.

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SKILL UP!

The language of small talk

Introduction | Track 12

David Ingram: Let's "skill up" now on our language, with some terms relating to small talk.

Erin Perry: Yes, the ability to make small talk with business partners is a key skill. Among other things, it can help to break the ice before getting down to business. That's why small talk is the subject of our latest Skill Up! supplement. Let's practise some of that language now. OK?

Exercise: Small-talk idioms | Track 13 MEDIUM

Erin Perry: In this exercise, we'd like you to form some idioms. First, you'll hear a description of a situation and then two suggestions, **a)** and **b)**. In the pause, choose the correct suggestion to form the idiom from the world of small talk. Then, you'll hear the correct answer. OK? Let's start with the first one.

1. If someone comes to visit you only for a very short time, is this...
 - a) a short-term visit?
 - b) a flying visit?

- **b)** is correct. A very short visit is "a flying visit". Next one.
2. If someone complains about something that is not really unpleasant at all — for example, having to go to New York on a business trip — do you say...
 - a) my heart cries for you?
 - b) my heart bleeds for you?
 - **b)** is correct. If your heart "bleeds for someone", you don't feel sorry for them at all. OK, next one.
 3. If you live in a place far away from a town or city, do you live...
 - a) out in the sticks?
 - b) out in the trees?
 - **a)** is correct. "Out in the sticks" means "far away from any major town or city". OK, another one.
 4. If you can't think of anything to say, for example, because you are nervous, does your mind...
 - a) go black?
 - b) go blank?
 - **b)** is correct. If you don't know what to say when people ask you a question or want to talk to you, "your mind goes blank". OK, And the last one.

5. Is a person who likes being at home...

- a) a home bird?
- b) a home sitter?
- a) is correct. Someone who feels very much at ease in their home is referred to as “a home bird”.

Erin Perry: Well, did you get the idioms right? You might want to use them when making small talk with a business partner next time.

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FALSE FRIENDS

Exercise: Translation | Track 14 MEDIUM

David Ingram: Let’s continue “skilling up” on our vocabulary. Here, we’ll look at some false friends relating to small talk. False friends are pairs of words that sound similar in German and English. But their meanings are very different, so they can cause misunderstandings. Now, in this exercise, we’d like you to translate some German words and sentences into English, being careful to avoid the false friends. Let’s begin.

Erin Perry: Our first word refers to a plan that shows countries, towns, mountains, rivers or the streets of a city. Please translate this word.

German: Karte

English: map

David Ingram: If the German word *Karte* means *Landkarte* or *Straßenkarte*, don’t say “card” in English. Instead, you should say “map”. On the other hand, if *Karte* is used as a short form for *Visitenkarte*, it is translated as “business card” or simply “card”. So, translate this sentence now.

German: Auf dieser Karte kann man sogar kleine Dörfer finden.

English: On this map, you can even find small villages.

Erin Perry: Our next word is used for a flying vehicle with wings and engines. Translate this word.

German: Maschine

English: plane, flight

David Ingram: “Machine” is wrong here, as this is a device needed to produce something. If *Maschine* refers to an aeroplane, it is translated as “plane” or “flight” in English. Translate this sentence, please.

German: Seine Maschine hatte wegen des Nebels Verspätung.

English: His plane was delayed because of the fog.

English: His flight was delayed because of the fog.

Erin Perry: Our next word refers to an event at which companies show and sometimes sell their products. Translate this word, please.

device ➤ Gerät

vehicle ➤ Fahrzeug

German: Messe

English: trade fair

David Ingram: You can't say "mess" here. If a room is "in a mess", it is dirty and untidy. The English translation of the German word Messe is "trade fair". Now translate this sentence, please.

German: Sie werden die neue Technik auf der Messe in Hannover vorstellen.

English: They will present the new technology at the trade fair in Hanover.

Erin Perry: Our next word refers to a place where people go to in order to have something to eat and drink. Please translate this word.

German: Lokal

English: restaurant, pub

David Ingram: "Local" is wrong here, as this is used to mean that something is close by. The German word Lokal is normally translated as "restaurant" or "pub" in English. Translate this sentence now, please.

German: Treffen wir uns im Lokal neben der Post.

English: Let's meet in the pub next to the post office.

Erin Perry: OK, our last word is used to talk about the temperature. Translate this word, please.

German: Grad

English: degree

David Ingram: Don't say "grade". "Grade" has a number of different meanings: the quality of

a product, the year you are in at school or, in American English, your mark in a school report. If the German word Grad is used in a weather context, it is "degree" in English. Now, translate this sentence.

German: Zwanzig Grad unter Null! Es war seit Jahren nicht mehr so kalt!

English: Twenty degrees below zero! It hasn't been that cold for years!

Erin Perry: Well done.

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report ▶ (Schul-)Zeugnis

untidy ▶ aufgeräumt

WORK & RELAX

Away from Your Desk

Introduction | Track 15

David Ingram: Erin, you know what I think?

Erin Perry: David, how would I have a clue what you think?

David Ingram: Well, I was just thinking that sometimes, all this business stuff and language stuff is well, just a bit...

Erin Perry: ...boring?

David Ingram: No, no, not boring at all, but too, um, well work-like? I mean people also need a break from work from time to time. Which is why I'm glad that we can now welcome *Business Spotlight's* Careers editor, Margaret Davis, to talk about a

section in the magazine called “Away from Your Desk”.

Interview: Margaret Davis | Track 16 **ADVANCED**

David Ingram: Margaret, tell us, what exactly is the concept behind the section Away from Your Desk?

Margaret Davis: Well, the idea is that you can improve your language skills and have fun at the same time. So we present suggestions for books, DVDs, websites, apps. And we also provide information on art or photography exhibitions, sometimes in Germany, Austria or Switzerland, or sometimes also elsewhere in the English-speaking world.

Ingram: And what are some of the items in the latest issue of Business Spotlight?

Davis: We know that our readers like to travel, so one of this issue’s recommendations is the National Museum of African American History and Culture in Washington, DC. This is a new and very important collection from the Smithsonian. And I haven’t been there yet myself, but I do know people who have been, and they were impressed and very moved by it. Also, for armchair travellers, the museum has a good website with videos of the opening ceremony, so you can listen to President Obama give a speech, you can watch Stevie Wonder and you can even see Michelle Obama give

George W. Bush a hug, which I thought was very sweet!

Ingram: What else is in the Away from Your Desk section in this issue?

Davis: We have a product recommendation for a backpack, which is kind of unusual for us. I don’t know about you, but I’m always on the lookout for the right bag to carry all my stuff in when I go to work. I used to have a briefcase, but I found that it made my shoulder ache, so now I use a backpack. But then the problem with backpacks is that many of them look too casual for work, so it’s a challenge to find one that also looks professional. We think we’ve found one, from a Canadian company, and it has the added advantage of being made without leather, so that means it’s suitable for vegetarians and vegans.

Ingram: How about the layout of Away from Your Desk?

Davis: Away from Your Desk is now on two pages rather than just one page as it was be-

ache ▶ schmerzen

armchair traveller

▶ Person, die mit dem Finger auf der Landkarte reist

backpack ▶ Rucksack

briefcase ▶ Aktenmappe

casual ▶ leger

challenge ▶ schwierige Aufgabe

exhibition

▶ Ausstellung

hug: give sb. a ~

▶ jmdn. umarmen

issue ▶ Ausgabe

item ▶ Gegenstand;

hier: Thema

stuff ▶ Zeug, Sachen

fore our recent relaunch. So, this gives us more space for information and for attractive illustrations. I really appreciate that, and I hope the readers do, too.

Ingram: And if readers have suggestions for items they'd like to see in the section, they could send them to you, I suppose.

Davis: Yes, of course. We're always glad to get information from readers.

Ingram: Great. Thank you very much, Margaret!

Davis: You're welcome. Thank you.

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appreciate sth.

• etw. zu schätzen wissen

relaunch

• Neueinführung;
hier: Neugestaltung

GRAMMAR

Uncountable nouns

Introduction | Track 17

David Ingram: Anyway, after that short break, it's back to serious business again now with some grammar! And this time, we are going to be looking at uncountable nouns, for example, er, "coffee".

Erin Perry: No, I'm not getting you a cup, David.

David Ingram: Ha, ha. Very funny. No, "coffee" is an example of an uncountable noun, Erin.

Erin Perry: Oh, that's good news. So, if you can't count the coffee I drink, I guess that means I can drink as much of it as I like.

David Ingram: You like that idea, don't you? But I'm afraid I'll have to disappoint you. There is a grammatical way to count uncountable nouns, as we'll see now in our exercises.

Exercise: Uncountable nouns | Track 18 EASY

David Ingram: In this exercise, you'll hear an uncountable noun and a number. In the pause, think of a noun that you could use in order to count the uncountable noun. Then you'll hear our answer. Here's an example with "coffee":

- coffee / five
- five cups of coffee

David Ingram: Now it's your turn. And as there may be several possible nouns that you could use to count an uncountable noun, don't worry if your answer is different from ours. Let's start.

1. wine / three

- Three glasses of wine. Or three bottles of wine.

2. mineral water / two

- Two glasses of mineral water. Or two bottles of mineral water.

3. sunglasses / one

- One pair of sunglasses.

4. **advice / several**

- Several pieces of advice. Or several bits of advice.

5. **sugar / four**

- Four spoonfuls of sugar.

6. **trousers / many**

- Many pairs of trousers.

7. **soup / five**

- Five bowls of soup.

David Ingram: How did you get on? If you found that exercise difficult, go back and try it again.

Exercise: Translation | Track 19 ADVANCED

Erin Perry: Our second grammar exercise involves translation. First, you'll hear a German sentence. In the pause, translate this into English. Then you'll hear the correct translation. And be careful with the uncountable nouns. Ready? Here's the first sentence.

German: Was sagt die neueste Statistik?

English: What do the latest statistics say?

German: Sagten Sie zwei oder drei Kaffee?

English: Did you say two or three cups of coffee? When speaking informally, you may also say, "Did you say two or three coffees?"

German: Der Ertrag betrug drei Prozent vom Umsatz.

English: Earnings were three per cent of turnover.

German: Deine neue Brille ist wirklich modisch.

English: Your new glasses are really fashionable.

German: Dies ist eine sehr interessante Information.

English: This is a very interesting piece of information.

Erin Perry: How did you do? Did you get all those translations right? If not, go back and try that exercise again.

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EASY ENGLISH

Ken Taylor on brainstorming

Introduction | Track 20

Erin Perry: David, do you have any good ideas about how we could, well, improve the way we do this audio product?

David Ingram: Um, let me think, um...I'm sure I can think of something. Er...

Erin Perry: I'm impressed David! Just joking. You know, you're not alone in finding it difficult to come up with new ideas when you are put on the spot like that.

David Ingram: Well, it's not easy.

Erin Perry: No, not at all. Which is why firms often organize brainstorming sessions, getting people together in groups to generate new ideas. And brainstorming is the topic of our second main focus. Here's our communication skills expert, Ken Taylor, with some helpful exercises.

Exercise: Strategies | Track 21

Ken Taylor: John and Lena are discussing their next team meeting. They are talking about having a brainstorming session with their team members. They want to generate ideas for their upcoming sales conference. John has never run a brainstorming session before. Lena has run several such sessions.

John will make a suggestion about the session. In the pause, decide if you agree or disagree with his idea. Then you will hear Lena's opinion. OK. Let's begin.

John: We want to get as many ideas as we can.

Lena: I agree. The more the better.

John: So we should all sit round a table.

Lena: I disagree. It's better if we stand around a flip chart.

John: And we all shout out together the different ideas?

Lena: No. I disagree. We take one idea at a time and write it down.

John: But we don't discuss the ideas until afterwards, right?

Lena: I agree. We just collect all the ideas first.

John: Unless there is a totally crazy idea, which we should reject immediately.

Lena: I disagree. A crazy idea might lead us to some different good ideas.

John: I think we should have a time limit, though.

Lena: I agree. Having a time limit gives the process a sense of urgency.

John: Once we've collected all the ideas, you and I can choose the best ones.

Lena: I disagree. The whole team can help prioritize the ideas.

John: This could be fun.

Lena: I agree. If we can make it fun, it helps people relax and get more ideas.

Ken Taylor: How was that? Did you agree with Lena's ideas about brainstorming? Brainstorming is a very useful tool when you want to encourage people to be creative. But it needs to be done in the right way, as Lena was well aware.

at a time ➤ jeweils

prioritize sth. ➤ etw. nach

Prioritäten ordnen

reject sth. ➤ etw. verwerfen

urgency ➤ Dringlichkeit

Exercise: Making suggestions | Track 22**EASY**

Ken Taylor: Now, imagine that you are taking part in Lena and John's brainstorming session about the sales conference. There are many ways of signalling that you have something to contribute. Let's practise some of them.

I'll give you an idea to contribute and a phrase to signal that you have an idea. You speak in the pause. Then you will hear John or Lena as a model. OK. We'll start.

- Say everyone should have their photo taken when they arrive. Use the phrase "I think...".

Lena: I think everyone should have their photos taken when they arrive.

- Say everyone should have a name badge. Use the phrase "My suggestion is...".

John: My suggestion is that everyone should have a name badge.

- Say that you think it would be a good idea to take people on a bus tour. Use the phrase "We could...".

Lena: We could take people on a bus tour.

- Suggest taking them to a special restaurant. Use the phrase "How about...?".

John: How about taking them to a special restaurant?

- Suggest a tour around the factory. Use the phrase "What about...?".

Lena: What about a tour around the factory?

- Suggest organizing small workshops. Use the phrase "Why don't we...?".

John: Why don't we organize small workshops?

- Suggest that the CEO makes the welcoming speech. Use the phrase "I propose...".

Lena: I propose that the CEO makes the welcoming speech.

- Suggest that there should be a group photo at the end. Use the phrase "My idea is...".

John: My idea is that there should be a group photo at the end.

Ken Taylor: Good. Well done. These phrases are very useful when you want to signal that you have something to contribute to a discussion. You can use them when chatting, brainstorming or even in a more formal business meeting.

Business Spotlight 1/2017, pp. 54–55

CEO (chief executive officer)

► Geschäftsführer(in)

name badge

► Namensschild

TECHNOLOGY

English 4.0

Introduction | Track 23

David Ingram: Now, for a complete change of topic, it's time to turn our attention to technology and our regular English 4.0 section in *Business Spotlight*. Our specific topic this time is reality — or, rather, different realities.

Erin Perry: Yes, and to find out more, we'd like to welcome *Business Spotlight's* Technology editor, Eamonn Fitzgerald.

Interview: Eamonn Fitzgerald | Track 24

ADVANCED

Erin Perry: Eamonn, in your latest column, you talk about augmented reality and virtual reality, two terms that one hears a lot at the moment. What exactly is the difference between these two forms of reality?

Eamonn Fitzgerald: Augmented reality and virtual reality have the same goals: to give users an experience. But they go about it in different ways. With augmented reality, you are in the real world but you interact with virtual objects. In virtual reality, you are in an artificial world, you're isolated from the real world. An example is the popular phone game Pokémon Go. Download this free game on to your smartphone, it uses your location service, GPS, and then you can travel around the world or your

city or your village and you find these virtual creatures, these Pokémon. So that's an example of augmented reality. With virtual reality, on the other hand, you put on a headset, and you could be playing a basketball game, picking up the ball and throwing it. But, of course, it's not a real ball, it's a virtual experience.

Perry: You also write about the possible role of these technologies in training people to learn new things. Can you give us some examples of that?

Fitzgerald: For the column, I visited a company in Munich called Innoactive. It's working with virtual reality, and it sees great potential in training. So, for example, you've a factory, you've 100 workers, a thousand workers, and they have to learn how to use a new component, to add it, say, to an existing product. In this virtual reality space, they can pick it up, put it down, turn it around, they can make mistakes, but they can't break things. So it's very cost-effective in terms of training. I read about another company while I was doing my research. It makes very expensive machines for healthcare and

augmented reality

• erweiterte Realität

component ➤ Bauteil

go about sth.

• etw. angehen

goal ➤ Ziel (setzung)

healthcare ➤ Gesundheitswesen, -bereich

in terms of... • was ... betrifft

research ➤ Recherche(n)

hospitals. And so you're a sales representative, and you go to Singapore, and then you go on to Doha, on to Paris, on to London, New York, and you want to exhibit this machine. Imagine the cost of transporting it from place to place. Imagine if you could go to Singapore or Doha and ask your customer to put on a headset and use the machine. So in this way, virtual reality has a future, maybe a great future in training and demoing products.

Perry: Virtual reality, of course, is also about entertainment and there's a new TV series called *Westworld* that combines the Wild West and science fiction in a kind of virtual travel adventure. So will this kind of virtual experience ever happen?

Fitzgerald: Well, *Westworld* is a virtual place. And in the TV series, rich people can go to *Westworld*, and they can have any experience they want, no matter how perverse. The place is run by robots. So the visitors can kill them, have sex with them, do anything like that. It's quite possible that in the future, rich people, for example, will be able to go to Mars. But millions and billions of people on earth will never get there. So, through a *Westworld* kind of virtual reality experience, we might some day be able to walk around the red planet and see a blue sunset — 'cos sunsets on Mars are blue — and, in that way, science fiction often gives us an idea of where

these technologies are taking us. But bringing it back to earth, I came across a company that is making an experience for people who've had cancer and they've had some treatment and maybe they're undergoing chemotherapy. And this is a very depressing experience. You can be in hospital for weeks upon weeks. Imagine in that situation, if you could put on for a few hours each day a headset and spend some time in the Alps or be beside the Pacific Ocean. So in that way we're seeing what sounds like science fiction could, in fact, have a very practical and very beneficial use in the real world.

Perry: And finally, if you had one wish for a product related to virtual or augmented reality, what would it be?

Fitzgerald: I would like somebody to create a program, and I would be able to put on my glasses, or put on my headset, and I would be on stage with the Rolling Stones. I'd be right beside Keith and Mick, and I would play, for example, the accordion, just for a change in the Rolling

billion ➔ Milliarde(n)

cancer ➔ Krebs

come across sth.

➔ auf etw. stoßen

'cos UK jfm. ➔ kurz für
because

demo sth. jfm. ➔ etw.
vorführen, demonstrieren

exhibit sth. ➔ etw. vorstellen

sales representative

➔ Außendienstmitarbeiter(in)

sunset ➔ Sonnenuntergang

take sb.

➔ hier: jmdn. hinführen

undergo sth.

➔ sich etw. unterziehen

Stones line-up. And in that way I would be part of something which must be a wonderful experience.

Perry: Thank you very much, Eamonn!

Fitzgerald: You're very welcome.

Business Spotlight 1/2017, pp. 80–81

line-up ▶ Aufstellung; hier:
Bandzusammensetzung

you're very welcome
▶ sehr gern (geschehen)

ENGLISH ON THE MOVE

Ken Taylor on organizing a visit

Introduction | Track 25

David Ingram: We'll move on now to... English on the Move. Erin, would it be possible to visit you next week to discuss a few work-related matters?

Erin Perry: Next week. That's a bit difficult, David. I'm...

David Ingram: We'll, it's really important. Can we say Tuesday?

Erin Perry: David, what's this all about?

David Ingram: OK, it's, well, nothing really, Erin. I was just having a bit of fun. You see, organizing a visit when your counterpart isn't very keen is our next topic. And here's Ken Taylor again with some exercises.

Exercise: Dialogue | Track 26 MEDIUM

Ken Taylor: Sometimes, you have to persuade a reluctant and very busy colleague that you need to visit them and take up some of their valuable time. In the following phone call, Mavis needs to persuade Johnny to show a guest around the warehouse. Listen to how Mavis overcomes Johnny's objections. She uses a simple four-step approach: first, explain the background; second, give a key reason; third, propose weaker alternatives; fourth, emphasize why your original proposal is best. Listen now to the telephone conversation. As Mavis and Johnny talk, I'll tell you which step Mavis is on.

Mavis: Hi, Johnny. It's Mavis from sales here.

Johnny: Hi, there. How're things up there at HQ?

Mavis: Can't grumble. Look, I'm phoning to ask a big favour.

Johnny: OK. Shoot.

[**Ken Taylor:** Mavis now gives the background to her request.]

Mavis: I've got this guy who wants to see our logistics operations and really needs to see our warehouse this week if possible.

grumble
▶ murren; hier: klagen

guy *ifml.* ▶ Typ

HQ (headquarters)
▶ Zentrale

sales ▶ Vertrieb

shoot *ifml.*

▶ hier: schieß(en Sie) los

warehouse ▶ Lager

Johnny: No can do, I'm afraid. We're servicing two of our conveyors, which means we're doing a lot of things with limited manpower. So I really couldn't spare anyone for a couple of weeks.

Mavis: I understand. But Mike Rogers is the head of logistics at Stargreen Manufacturing. They are potentially an important client.

Johnny: Still. It's just not on.

[**Ken Taylor:** Mavis gives the key reason for her request.]

Mavis: They will only sign the contract with us if they can see that our logistics are up to scratch. It's a deal-breaker. And I do know he's talking to a couple of other suppliers.

Johnny: Can't he wait a couple of weeks?

[**Ken Taylor:** Now Mavis offers Johnny a couple of alternatives.]

Mavis: I could ask him to wait, I suppose, or I could get him to give you a ring and talk to you.

Johnny: That might be possible.

[**Ken Taylor:** Now Mavis emphasizes why her original proposal is the best one.]

Mavis: But I know he really wants to check us out in person. So a visit this week would make all the difference.

Johnny: OK. OK. Let me see what I can do. It would have to be Thursday or Friday. And I suppose I could get away for an hour or so.

Mavis: Thanks, Johnny. I owe you one for that.

Ken Taylor: OK, now it's your turn. Think of someone you would like to visit or meet, who you know will be reluctant. It may be they are busy or important. Pause the track while you think of a scenario.

OK. Now you have a scenario, we'll go through it step by step. I'll tell you what to say. You speak in the pause.

- First, give the background to your request.
- Next, give a key reason for your request.
- Now, give a couple of weaker alternatives to your original request.
- Finally, emphasize why your original proposal is best.

Ken Taylor: How did that go? Try that exercise a few times until you feel familiar with this effective four-step approach.

check sb. out ➔ jmdn.
abchecken; hier: sich ein Bild von
jmdn. machen

conveyor ➔ Förderband

I owe you one for that
➔ dafür hast du bei mir
etwas gut

it's a deal-breaker ➔ daran
hängt der Vertragsabschluss

it's just not on UK ➔ es ist
einfach nicht möglich

manpower ➔ Arbeitskräfte

no can do ifml. ➔ geht nicht

service sth. ➔ etw. warten

spare sb. ➔ jmdn. erübrigen;
hier: auf jmdn. verzichten

up to scratch: be ~ ➔ den
Anforderungen entsprechen

Exercise: Starting a phone call | Track 27 **EASY**

Ken Taylor: It's usually easier to make a request when you know the other person. But sometimes, you might need to call a business contact who you don't know and request a meeting. In such cases, it is important how you start the call.

There are three key points to remember here. First, use your business partner's name in the greeting. This is good manners. But it also allows you to check whether you are saying it correctly. Repeat after the speaker here:

- Good morning, Mr Houliston.

Ken Taylor: The second point is to give your name and your company name and to say where you are calling from. Speak very clearly. We often say our names too quickly. Slow down and pause slightly between saying your first and second names. This helps the other person to recognize that what you are saying is two names not one long family name. First, repeat the following example:

- This is Brian Henshaw from Garo Electronics in Birmingham.
- Now practise saying your own name, your organization's name and where you are calling from.

Ken Taylor: The third key point is to state clearly the reason for the call. This is like writing the heading on an email or letter. It allows your business partner to focus on the issue and to understand why you are taking up their time. Repeat the following example:

- The reason I'm calling is to see if you have time to meet me when I'm next in London.

Ken Taylor: The important thing is to get to the point quickly. The receiver of the call wants to know what's going on. And you don't want to sound like those cold callers who try to build up a friendly relationship before they try to sell you something. OK. Let's hear what it sounds like when put together.

- Good morning, Mr Houliston. This is Brian Henshaw from Garo Electronics in Birmingham. The reason I'm calling is to see if you have time to meet me when I'm next in London.
- Now it's your turn. Greet Mr Houliston. Give your own name and your organization's name, say where you're calling from and then give the reason for your call.

Ken Taylor: How was that? If you sound confident and business-like at the start of your call, your request is more likely to be accepted.

INSIGHT

Business news with Ian McMaster

Introduction | Track 28

David Ingram: Welcome now to our Insight section, in which *Business Spotlight* editor-in-chief Ian McMaster gives his views on the recent business news.

Erin Perry: Yes, welcome, Ian. And what are the topics that you've chosen for us this time?

Ian McMaster: Well, Erin, first we are going to look at whether negative interest rates are dangerous for the economy or not. We'll also be looking at the result of the recent presidential election in the United States, and we'll be talking about, dare I mention it, Brexit.

Erin Perry: OK, as always, we're intrigued.

Business news: Negative interest rates and the US election | Track 29 **ADVANCED**

Erin Perry: So, Ian, you said the first topic was about negative interest rates. What exactly are they and how could they be dangerous?

Ian McMaster: OK, well, as you can imagine, nobody likes the idea that when they invest money—or simply leave it in a bank account—that, instead of earning interest, they actually lose money and end up with less than the sum that they invested in the first place. So it's easy to understand why negative interest rates are un-

popular. But are they dangerous for the economy? That's a more complicated issue and it's the one that we look at in the latest issue of *Business Spotlight*. Now, some experts argue that, bizarre though they sound, negative interest rates are simply another tool of monetary policy and a way to boost the economy—through encouraging people to borrow and invest more, and also, via a lower exchange rate, by increasing a country's competitiveness and the demand for its exports. The opposing argument is that negative interest rates lead to an increase in risky investments and therefore instability in the financial markets. They may also, ironically, cause people to save more than they did before in order to compensate for the lost interest income. So, as always, there are strong arguments on both sides, and you can read more about this debate in our current magazine, in our Head-to-Head section.

argue ▶ den Standpunkt vertreten

boost sth. ▶ etw. ankurbeln

competitiveness

▶ Wettbewerbsfähigkeit

exchange rate ▶ Wechselkurs

interest rate ▶ Zinssatz

in the first place ▶ zunächst einmal, ursprünglich

issue ▶ Frage, Sachverhalt; Ausgabe

monetary policy

▶ Geldpolitik

opposing ▶ Gegen-

topic ▶ Thema

Perry: For your next topic, you said you were going to look at the recent presidential election in the US. What's your take on the result and its likely impact?

McMaster: Hmm. I did say last time that, although I expected Hillary Clinton to win, we shouldn't rule out Donald Trump because he had surprised pundits all year. And he certainly surprised them — and me — again with his victory on 8 November and is now due to be sworn in as the new president of the United States on 20 January 2017. So, what will the impact of a Trump presidency be? Well, let's focus on the economy. Immediately after Trump's election, we saw a significant increase in the interest rates on government bonds — and also, which is the other side of the same coin, a fall in the price of bonds. This was because the financial markets expected inflation to rise under Trump, not least because he has promised a huge increase in government spending, for example, on the country's infrastructure, and also a large cut in taxes, including those paid by corporations. Now, such policies would tend to increase demand, employment and inflation. So, it's very likely that under Trump, we will finally see the end of the period of abnormally low — or, in some cases, as we discussed earlier, negative — interest rates. And that will not only be in the US, but also worldwide. Two other economic issues to watch out for are the fol-

lowing. Will Trump's tax cuts favour the better off, leading to a further increase in inequality in the US? And will he carry out his campaign promise to restrict free trade in an attempt to protect US firms and jobs? Both policies could lead to conflict, within the United States and internationally. So, 2017 promises to be a very interesting year indeed as far as the US and world economies are concerned.

Perry: OK, thanks very much, Ian. We look forward to hearing from you again next time.

McMaster: My pleasure.

Business Spotlight 1/2017, pp. 34–35, 57

better off: the ~

► die Wohlhabenden

bond ► Anleihe

corporation

► Unternehmen

due: be ~ to be... ► dem

Zeitplan nach ... werden

government spending

► Staatsausgaben

impact ► Auswirkung(en)

look forward to doing sth.

► sich darauf freuen, etw.

zu tun

my pleasure

► gern geschehen

other side of the (same)

coin: the ~

► die Kehrseite der Medaille

(coin ► Münze)

pundit ► Experte/Expertin

restrict sth.

► etw. beschränken

rule sb. out

► jmdn. ausschließen

sworn in ► vereidigt

take ► Ansicht, Einschätzung

SHORT STORY

Introduction | Track 30

Erin Perry: David, do like your boss?

David Ingram: Hmm. Difficult one, that. He's OK, I suppose, but I suspect that he has a higher opinion of himself than the rest of us have of him.

Erin Perry: Yeah, well, that's not unusual, I guess. Bosses do tend to have a inflated sense of their own importance and image.

David Ingram: True, true. Anyway, why do you ask?

Erin Perry: Oh, just because the relationship between a boss and his staff is the subject of our latest short story, by James Schofield. It's called "Doctor Dynamic". Let's listen now to find out what happens.

Dr Dynamic | Track 31 MEDIUM

Mike Smirch, chief reporter for Titillation magazine, looked proudly around the table at his little team — the best gossip reporters in Britain, his editor always said. Tony, Jason and Katie were like family to him, more so than his biological family. They'd turned their backs on him a long time ago.

"So, Tony," he began, "you're working on that story about Princess Anne's cat eating a little girl's hamster, right?"

"Yeah, but Mike, I got a tip that George Cloo-

ey is announcing later today that he's going into politics. He's staying in London at the moment, you know, and..."

"Boring! Titillation readers aren't interested in politics. They're interested in royalty, even royal cats. Jason, you go to the opening of The Giraffe nightclub tomorrow — make sure you get a picture up some model's skirt and see if anyone's snorting coke in the toilets. Think you can manage that without snorting any yourself? And Katie, love, I need you down at the hospital for an update on that reality-show woman who's got cancer!"

"Security won't let me in any more!" Katie objected.

"Dress up as a cleaner, then," answered Mike. "Get in, interview other chemotherapy patients and take some pictures. You know, bald heads, that sort of thing."

"What about you?" asked Jason.

bald ▶ kahl

cancer ▶ Krebs

dress up ▶ sich verkleiden;
hier: sich anziehen

editor ▶ Redakteur(in); hier:
Chefredakteur(in)

gossip ▶ Klatsch

love UK ifml. ▶ Schätzchen

object ▶ einwenden

royalty ▶ das Königshaus, die königliche Familie

security ▶ hier: Sicherheitspersonal

smirch sth. ▶ etw. besudeln

snort coke ▶ koksen

(**coke** ifml. ▶ Koks, Kokain)

titillation ▶ Kitzel

turn one's back on sb.

▶ sich von jmdm. abwenden

update ▶ hier: neueste

Informationen

“I’m going to a workshop,” said Mike. “With Dr Dynamic!”

Dr Dynamic’s real name was Bela Horvath and he came from Budapest. He was a group and family therapist who had invented a method he called “dynamic positioning”. One night, on a TV chat show, a famous film star had described his work and how fantastic it was. The next day, the newspapers had given him the name “Dr Dynamic” and everybody who was anybody tried to get an appointment. He refused to go on television or talk to magazines like *Titillation*. So Mike booked a place in a workshop to find out what Dr Dynamic did, because something strange had to be going on. The people Mike talked to about him were really enthusiastic, but also very vague.

“I finally understand my place in the world!” one person said. “I knew I had to change things in my family,” said another. “Our dynamic positions were all wrong!”

This is bullshit, thought Mike, as he entered Dr Horvath’s seminar room and joined the circle of about ten participants. They were a mix of wealthy ordinary people, a couple of actors and — surprise, surprise! — a football player whom *Titillation* had sometimes written about.

For most reporters, this would have meant the end of their assignment. The footballer would complain and Mike would have to leave. But Mike’s strength as a reporter was his abili-

ty to blend into the background. Middle-aged, a bit overweight, wearing trainers, he was — if it is possible to be so — remarkably unremarkable. The footballer didn’t recognize him. Mike grinned. He was sure there was a story here, hopefully with a sex angle to it. *Titillation* readers liked a bit of sex with their morning coffee.

“We begin now,” said a voice with a strong accent. It came from a man sitting in the circle. He had white hair, very blue eyes and a curved nose that made him look like an aggressive old bird. “Mad Hungarian doctor leads cult session”, thought Mike, already writing headlines in his head.

Dr Horvath explained his technique. The person with a question would use the other participants in the room as representatives of the people who could answer it. The representatives would say what the real people felt about the question, even if they were playing somebody like a dead grandfather. This was absolutely crazy, thought Mike.

angle ► Winkel; hier: Blickwinkel, Aspekt

appointment ► Termin

assignment ► Einsatz, Auftrag

blend into the background ► sich unauffällig im Hintergrund halten

bullshit vulg. ► Schwachsinn
chat show UK ► Talkshow

curved ► gebogen

overweight ► übergewichtig

trainers UK ► Turnschuhe

vague ► vage, unbestimmt

“You, Michael, what is problem?”

Mike was taken by surprise and couldn't immediately think of anything to say.

“Is about family? Work?”

“Yes, yes,” said Mike quickly. “It's work. I'm the boss of a small team and ... and ... I want to know how they feel about me.” He wasn't sure where this question had come from: it just popped into his head.

The old man looked at him hard. “Are you sure?”

“Yes, yes. Let's start!”

Mike followed Horvath's instructions. He chose the footballer to play “Mike”, placing him in the middle of the circle. He picked one of the actors to be “Katie” and put her facing “Mike” and quite close. A man in jeans and a T-shirt became “Jason” and was placed behind “Katie”, while “Tony” was a man in a suit, furthest from the centre, but looking towards “Mike”.

“So,” said the old man, “each representative will focus on Michael's question and tell us how you feel about him, from your position.”

There was a long silence and Mike had to stop himself giggling. It really was all bullshit. And then “Katie” started to talk...

“So, what was the workshop like?” asked Jason.

“Did you find out anything, Mike?” asked Katie. “I bet you did, you dirty dog, you!”

“Oh, well, it was OK,” said Mike, looking out of the window. “But nothing very exciting — apart from the fact that I need to work on my dynamic positioning.” They all had a good laugh at that. Or, Mike wondered, were they laughing at him?

“There must have been something!” said Tony.

“Nothing for our readers.”

When they'd gone, Mike went back to looking out of the window. No story for Titillation readers perhaps. But Mike could think of many people who'd love to read about Britain's leading gossip journalist curled up on the floor and crying like a baby, as he finally understood that everybody in the world — especially his own family — hated him.

Business Spotlight 1/2017, pp. 60–61

bet ► wetten

curled up

► hier: zusammengekauert

dirty dog ► mieser Kerl

giggle ► kichern

pop into one's head

► in den Kopf kommen

CONCLUSION | TRACK 32

David Ingram: Well, we've come to the end of *Business Spotlight Audio 1/2017*. We hope you've enjoyed it and have found our exercises helpful.

Erin Perry: As an alternative to the CD, we also offer *Business Spotlight Audio* as a subscription download, so you can take the sound of business with you wherever you go. For more information, or to find out about our range of products, visit our website at www.business-spotlight.de

David Ingram: Until next time, this is David Ingram...

Erin Perry: And Erin Perry...

David Ingram: Wishing you success with your business English.

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